

Promoting systematic reuse of Knowledge in an Indian IT Service MNC



Problem Statement

The MNC engages multiple clients across multiple domains. However the extent of cross leveraging of reusable assets is on the lower side. Reuse is mostly limited to within a project or at the most within a client engagement. How do we ensure all the key knowledge assets of the MNC are shared and applied.



Client Challenge

In IT services companies, a lot of reusable assets get created, which however is not extensively reused. In many cases reuse happens within a project and the same is limited to code reuse. Since there is no planned approach towards reuse, the level of reuse is on the lower side, depriving organizations of cost savings that, in case of large companies easily are in the range of a few million dollars.



Approach

The approach adopted focused on creating an ecosystem that would enable reuse of knowledge and sustain the same. For this interventions were done across four key areas

- Developing and maintaining a library of reusable assets: A centralised reusable assets library was created using Microsoft SharePoint with relevant options for uploading and downloading contents.
- Reusable assets were defined to make it easy in identifying assets, as well as the standard asset parameters were also set. This was based on industry standards for reuse.





Refining the processes for promoting reuse:

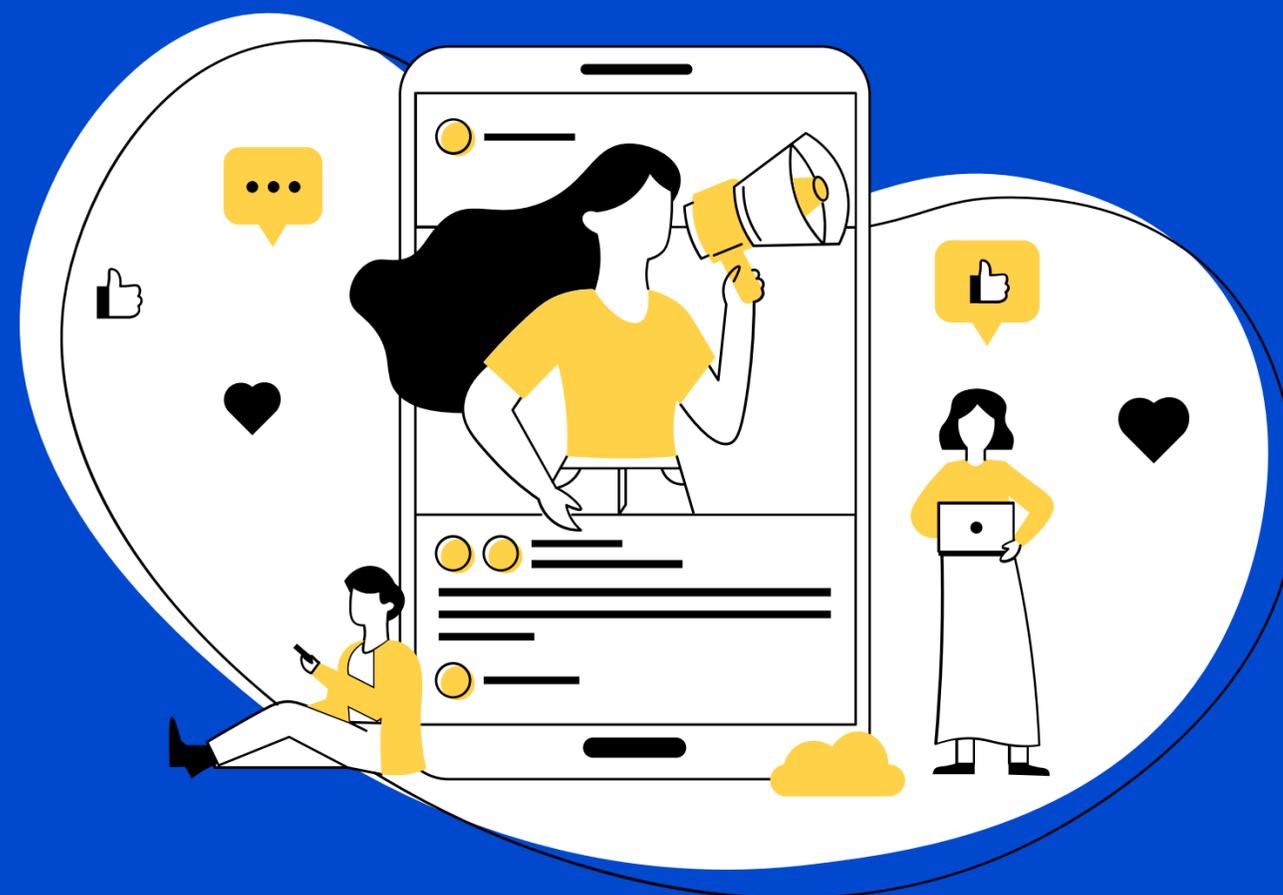
- A key requirement to sustain any program is to make it process oriented. In the case of systematic reuse, we focused on fine tuning the existing processes of the MNC which would enable reuse to happen in a proactive manner.
- Project management template was updated, with concepts of reuse and processes for collating contents was also defined.

Training employees on reuse concept:

- For reuse to happen, employees have to be trained in the concepts of reuse and how to reuse assets.
- Trainings were provided to employees and it was fine tuned based on the kind of roles that they play.

Defining scope for reuse and measurements:

- Benchmarks were defined in terms of technology and domain. This gave guidance to project managers on the extent to which reuse can be done.
- The reuse metrics capturing was automated and it was captured as part of the monthly metrics reporting.



Results

An ecosystem was built to promote reuse with a focus on domain and technology areas. Wipro works in multiple technologies and the ecosystem had to cater to the needs of the technology and domain. The Ecosystem built had stakeholders from process team, metrics team and business leaders. In a period of 6 months of the engagement a savings of around \$4Mn was reported.

